MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/2019

BMR 3114 – SELLING AND SALES MANAGEMENT

(All sections / Groups)

02 MARCH 2019
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 4 pages with **TWO** sections.
2. Answer **ANY TWO (2)** questions in **SECTION A.**
3. Answer **ALL** questions in **SECTION B.** The distribution of the marks for each question is given.
4. Please write all your answers in the Answer Booklet provided.

SECTION A (40 MARKS)

Answer any TWO (2) questions only.

QUESTION 1

What does it take to be perceived by salespeople as a good sales manager? Identify and explain **FIVE (5)** characteristics.

(Total : 20 Marks)

QUESTION 2

Most of sales managers will apply the sales training cycle to develop effective training programmes for their salespeople. What are the **FOUR (4)** stages in the cycle? Explain them in detail.

(Total : 20 Marks)

QUESTION 3

a) How does a sales manager evaluate the overall performance of his or her sales teams? Explain **THREE (3)** most common forms of sales team performance analysis in detail. (15 Marks)

b) Based on your understanding, should a sales manager implement a workplace flexibility programme on his or her sales people? (5 Marks)

(Total : 20 Marks)

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SECTION B (60 MARKS)

Answer ALL questions in Section B based on the case provided below.

CASE : TOP AGENTS REAP AWARDS – MCIS INSURANCE BHD.

KUALA LUMPUR: BEING on top of the world was what 250 award recipients felt like at the MCIS Insurance Annual Agency Awards (AAA) 2018. The top performing life insurance agents were recognised for their outstanding sales performance for the financial year 2017, as well as their commitment and dedication. Held at the Grand Hyatt Hotel in Kuala Lumpur last month, the awards ceremony was hosted in style over an eight-course dinner and glittering, upbeat performances.

"We at MCIS Insurance truly appreciate the hard work you have done to become champions," MCIS Insurance Bhd chief distribution officer Ragunath Joe Murthy congratulated the award recipients and reminded them to cherish the moment. The recipients were awarded across 27 categories and their comrades took up a notch in their applause by cheering them on with fan horns.

Coming in champion for the Top Chief Agency Manager, Top Chief Agency Manager (Gross FYP) and Top Group Life Producer awards was Datuk Mohamad Fazil Shafie (in the photo). In an elaborate yet stylish gimmick, he made his way to the stage on a chariot wrapped in gold fabric while beats of the *kompang* drummed rhythmically in his wake. Previously in the army for 12 years, Mohamad Fazil has been in the insurance industry for 30 years, and has nothing but wise words to give to aspiring insurance agents.

"To be better agents to our customers, we need to be on call 24 hours. The service that we provide to policyholders must be excellent. We need to keep working hard to make sure they are always happy, not vice versa," he advised. While everyone has their own kind of motivation, what motivates him to do better is his love for fast cars; every year, he would buy and add on to his collection.

The humble and visionary 55-year-old chief agency manager oversees a team of 220 agents, of which 103 also received awards that night. He expressed pride and joy at being able to watch his agents grow into successful people, as well as noting the significance of a well-structured system at MCIS Insurance.

MCIS Insurance unit manager Baanu Mohan, 28, champion of the Top Unit Manager and Top Personal Producer categories, started as a part-time insurance agent at 22, and went full time two years later. "I have been in the top list since 2013, and what's different for me this time is that I had to juggle between taking care of my family and work. I'm proud to say that I did all that and still received awards," said the mother of two-year-old and eight-month-old children.

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Baanu loves how this industry provides her the opportunity to travel, offers financial freedom and the flexibility to balance work and family. "My advice for mothers out there is that this line is challenging but with the flexibility, they are able to take care of their family and work at the same time. It's all about time management," she pointed out.

Agnes Soosai, 50, champion of the Top Marketing Executive category, became an insurance agent in 1996, and turned part-time when she had to take a short break to focus on her three children, before joining back again full time in 2014. What kept the marketing executive going then was to earn and save for her children's education, and the reminder that she was not going to limit herself to do more. "Today, I can safely say that I have achieved financial stability for my children's education, and even for their wedding! I'm also happy to say that while I was working hard, I still performed my duty as a daughter-in-law, mother and wife. Think positively and don't tell yourself that you have limitations. We can achieve so much more if we believe in ourselves as well as have our family's support," she emphasised.

Having just joined as a part-timer for a year, 50-year-old Tang Han Peng was crowned champion of the Top Rookie category. Citing his age, he pointed out that it is never too late to help people, and what motivates him is to give good service to policyholders. "It is not just about the commission but to help others in getting the right protection for them and their families. Insurance is a lifetime business, and servicing client is not a one off," said Tang who owns a camera shop for 30 years.

MCIS Insurance chief executive officer Kobus Vlok reminded agents of the recipes for success of top achievers. "The first element is to set goals and objectives because without them, one cannot measure progress and there is nothing that will motivate one to achieve. Secondly, it takes discipline. Success does not just happen by itself but takes discipline and hard work to achieve superior performance. Finally, [it's] the characteristic of tenacity. Life throws you curveballs regularly, things don't always go the way you want them to. But successful people choose to bounce back from adversity," he said.

Vlok added that the ultimate measure of success is not only in the sales numbers but also in the quality of service and advice insurance agents give to their clients. "In this age of consumerism and digital advancement, you have to keep upgrading your skills and knowledge on an ongoing basis to stay relevant and keep your clients happy."

Source: The Star Newspaper – Metro News (15th Sept 2018)

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SECTION B (60 MARKS)

Answer ALL questions.

1. *"We at MCIS Insurance truly appreciate the hard work you have done to become champions"*

   This statement has been mentioned by MCIS Insurance Bhd's chief distribution officer, Ragunath Joe Murthy. Based on your understanding, why does Ragunath appreciate the hard work of the sales agents? Justify and explain **FOUR (4)** possible reasons in detail. (20 Marks)

2. *"To be better agents to our customers, we need to be on call 24 hours"*

   This statement has been mentioned by Top Chief Agency Manager, Datuk Mohamad Fazil Shafie. Based on your understanding, which sales leadership approach does he practised? Support your answers with another quote from the case study. (10 Marks)

3. MCIS Insurance chief executive officer, Kobus Vlok has shared a few sales management recipes for success for top sales agents. What are the recipes? Explain in detail. (20 Marks)

4. What are the intrinsic and extrinsic factors for MCIS Insurance sales agents to keep them motivated? Explain each factor with **ONE (1)** example from the case study. (10 Marks)

(Total : 60 Marks)

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